



CLEAR 2010 Annual Conference

Session from CLEAR Executive Leadership for Regulators

Friday, September 24, 2010
7:15-8:15

Nashville, Tennessee

Executive Leadership for Regulators

- Three day training that covers four modules:
 - Module I-Regulatory Leadership
 - Module II-Organizational Culture/Change
 - Module III-Creating a Positive Regulatory Public Relations Program
 - Module IV-Creating Appropriate Relationships/Art of Negotiation

Executive Leadership for Regulators

- Offered January 10-12, 2011 - Albuquerque, New Mexico
- Offered in conjunction with the annual conference (September 5-7, 2011) - Pittsburgh, Pennsylvania
- Available to be brought to your location as a specialized training
- 30 maximum attendees

Executive Leadership for Regulators

- Session from the Regulatory Leadership Module:

The Leadership/Emotional Intelligence Connection

Executive Leadership for Regulators

- Intelligence

Executive Leadership for Regulators

- Emotional intelligence

Why Intelligent People Fail

- # Lack of motivation
- # Lack of impulse control
- # Lack of perseverance
- # Fear of failure
- # Procrastination
- # Inability to delay gratification
- # Too little/too much self-confidence

(Sternberg 88)

Emotional Intelligence

- # ... a type of social intelligence that involves the ability to monitor one's own and others' emotions, to discriminate among them, and to use the information to guide one's thinking and actions" (Mayer & Salovey, 1980)

Emotional Intelligence (cont.)

- # Emotional Intelligence describes an ability to perceive, assess & manage the emotions of one's self, of others and of groups.
- # Emotional intelligence is...
 - Being intelligent about our emotional life and relationships
 - Using our emotional & social resources to their fullest
 - Is different from personality factors and IQ

General Research Findings

Effective Leaders

- Establish mutual trust, respect, & a certain warmth and rapport with members of their group.

IQ

- Cognitive IQ is not a good predictor of success.

Emotional Intelligence Domains

- Personal Competence (How we manage ourselves)
- Social Competence (How we handle relationships)
- Relationship Management (Adeptness at inducing desirable responses in others)

Personal Competence

- Self Awareness
- Emotional Awareness
- Accurate Self-Assessment
- Self-Confidence
- Self Management
- Self-Control
- Transparency
- Adaptability
- Innovation
- Achievement Drive
- Initiative
- Optimism

Social Competence

- Social Awareness
 - Understanding others
 - Sensing others' feelings and perspectives and taking an active interest in their concerns
- Empathy
- Organizational Awareness
- Service Orientation

Relationship Management Competence

- Inspiration
- Leveraging diversity
- Political awareness
- Influence
- Communication
- Conflict management
- Leadership
- Change catalyst
- Building bonds
- Teamwork and collaboration

Impact on Performance

✦ Evidence is that EI is key in creating a positive working environment and improving business performance.

Star Performers: Exhibit excellence in 6 or more competencies with at least 1 from each cluster.

Top Competencies David McClelland 1998

- ❏ Achievement Orientation
- ❏ Developing Others
- ❏ Adaptability
- ❏ Influence
- ❏ Self Confidence
- ❏ Inspirational Leadership

Why Executive Leaders Derail

The Centre for Creative Leadership found 3 primary causes of derailment;

- ❏ Difficulty handling change,
- ❏ Not working well in a team,
- ❏ Poor interpersonal relationships.

Emotional Competencies

- ❏ EI alone is not a strong predictor of job performance.
- ❏ EI is the bedrock for these competencies which are directly linked to performance.
- ❏ Emotional Competence refers to the personal and social skills that lead to superior performance.

Strengthening Emotional Competencies

EI skills can be developed throughout life.
Behaviors must be practiced repeatedly to become habits.

Goleman

✦ “The range of what we think and do is limited by what we fail to notice.”
